

**EFFECT OF SELECTED HUMAN RESOURCE MANAGEMENT PRACTICES ON
JOB SATISFACTION: A CASE OF THE FLORICULTURE INDUSTRY IN NAIVASHA
SUB - COUNTY, KENYA**

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EGERTON UNIVERSITY

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DECLARATION AND APPROVAL

This research project is my original work and has not been presented for the award of any degree in this or any other university.

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APPROVAL

This project has been submitted for examination with my approval as university supervisor.

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DEDICATION

This research project is dedicated to my family for their love, understanding and support during the many long hours when I had to juggle with work, family and studies.

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ABSTRACT

Various studies have shown that employees are key resources in an organization. In order for firms to be competitive, they must ensure that their employees are motivated and satisfied with their jobs. Consequently, the relationship between human resource management (HRM) and employee job satisfaction has received considerable attention from researchers in recent years. This is because studies have shown that dissatisfied employees are likely to negatively affect organizational performance. Therefore organizations must continue enhancing the management of their human resources which will result in high levels of job satisfaction and ultimately, high organizational effectiveness. The main objective of this study was to investigate the effects of selected human resource management practices namely; Training and Development, participation in decision making, communication, Occupational Safety and Health, supervision, and Rewards, on job satisfaction in the floriculture farms in Naivasha Sub - County. A descriptive survey research design was used in the research. The target population consisted of 41122 employees from forty 40 large flower farms in Naivasha sub-county. Simple random sampling was used to select 12 farms while stratified random sampling was used to select the respondents of the study, who constitute a sample of 21 Human Resource Managers, 139 Supervisors as well as 221 General workers. Data was collected using questionnaires. The data obtained was coded and analysed using the Statistical Package for Social Science (SPSS). Data was analysed using both descriptive and inferential statistics which included means, standard deviations, percentages, Pearson's correlation analysis and multiple regression analysis and then presented in tables, pie charts and graphs. The study found that human resource management practices substantially influenced employee job satisfaction. The results of the Pearson's Correlation analysis showed that hypothesized selected human resource management practices had significant relationships with employee job satisfaction. The results of the multiple regression analysis found that training and development, rewards, and supervisory support were the only significant predictors of employee's job satisfaction while participation in decision making, communication as well as occupational safety and health were found not to be significant predictors of employee job satisfaction. This study thus suggested that the floriculture farms should implement effective HRM practices so as to improve employee job satisfaction.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
HR	Human Resource
E.P.Z	Export processing zone.
P.P.M	Professional practice model
E T I	Ethical trading initiative
WWW	Working Women Worldwide
ETI	Ethical Trading Initiative
KFC	Kenya Flower Council
MSQ	Minnesota Satisfaction Questionnaire
JDI	Job Descriptive Index

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In a world that is becoming increasingly complex and dynamic, the importance of human capital as a resource that can potentially provide competitive advantage has become more important. Because a firm's people are integral to its success, researchers interested in managing human capital have increasingly focused on HR practices as the levers through which firms might build the human capital that makes up resources and capabilities (Wright and Kehoe, 2008).

The most important organizational issues faced by managers currently include eliciting the commitment of employees and ensuring staff retention. For organizations, the high cost of recruitment and selection, the lag and productivity loss during the assimilation period, the likely loss of business opportunity, poor customer relationship, and hidden cost of lost productivity have subsequently highlighted the importance of retaining committed employees as an aspect of survival for organizations (Chew and Chan, 2008). In response to these potential problems, organizations are striving to create a positive organizational climate in an attempt to retain valuable employees through various human resource management (HRM) initiatives. Some of these practices include ensuring effective recruitment and selection, providing equitable remuneration that reflects performance, recognizing efforts and contributions made by individuals, providing employees with sufficiently challenging and interesting work, and providing opportunities for training and career development (Wright and Kehoe, 2008). These efforts are aimed at improving human resource (HR) practices and workplace relations and, consequently, organizational performance through the shaping of employees' attitudes such as job satisfaction and behaviours.

Despite research which has shown that employees are a key asset in the attainment of organizational goals, media reports and academic research has shown that the management of employees in the flower farms in Kenya is ineffective (Dolan, Opondo and Smith, 2004). This has been attributed to poor work practices and maltreatment of employees in the workplace (Leipold and Mogante, 2013). Kenya has the oldest and most successful cut flower industry in

Africa. It expanded from a small scale trade in the 1950^s to be a very important supplier of cut flower in the world (Thoen et al. forthcoming).

1.1.1 Human resource management and job satisfaction

Armstrong (2009) defined human resource management as a strategic and coherent approach to acquiring, developing, managing, motivating and gaining the commitment of the organization's key resources - the people who work for and in it. Storey (1995) defined human resource management as a distinctive approach to employee management which seeks to achieve competitive advantage through strategic development of a highly committed and capable workforce. Wright and McMahan (1992) defined human resource management as the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. It is clear from the foregoing that human resource management will influence an organization's performance and the feeling of job satisfaction among its employees.

Locke (1976) defined job satisfaction as "...a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Greenberg and Baron (1997) defined job satisfaction as an individual's cognitive, affective, and evaluative reactions towards his or her job while Cranny et al (1992) conceptualized it as a combination of cognitive and affective reactions to the differential perceptions of what an employee wants compared to what he or she actually receives.

Studies have shown that employee job satisfaction is negatively correlated with absenteeism and turnover intentions. Job satisfaction has been found to reduce employee turnover, which helps give stability to an organization's long-term strategies. For instance, Pierce, Hazel, and Mion (1996) examined the effect of a professional practice model (PPM) on nurses' job satisfaction and turnover. Their results showed that professional practice model significantly correlated with increased job satisfaction and lower turnover rates among staff nurses in a rehabilitation hospital. Moreover, higher job satisfaction has been found to be associated with increased productivity, lower absenteeism, non-lateness, lowered unionization, decreased grievances, less drug abuse and less inclination to retire (Hackman and Oldham, 1975; Saari and Judge, 2004).

In the developed world there has been a lot of research done on the impact of human resource management practices on organizational performance and employee attitudes (Petrescu and Simmons, 2008). But surprisingly in the developing countries in general there has been very limited number of studies which have been done on human resource practices (Yaganeh and Su, 2008).

1.2 Floriculture industry in Kenya

The floriculture industry is Kenya's top exchange earner, and employs between 50,000 and 60,000 people directly while around 2 million people benefit through related economic activities (Leipold and Morgente, 2013). It plays a leading role not only as a domestic player but also as an international player. Kenya's export to the Dutch flower Auction in 2011 accounted for 44.6% of the total supply, making it the top supplier to the auction (Flora Holland, 2011). Kenya is the third largest Supplier of flowers and its floriculture industry has been on average having an annual growth rate of 24% over the last 10 years (Ksoll, Marchiavello and Morjaria 2009). Netherlands, on the other hand, is the leading supplier of flowers globally by value and volume followed by Columbia (Rikken 2011). Kenya overtook Equardo and Israel as second and third leading flower producers in the world (Ksoll et al., 2009). Traditionally, Kenya has had an advantage over other Sub – Saharan African flower producers whose industries are small and competitively weak (Wijnads, 2005).

Gachanga (2002) pointed out that horticulture was the fastest growing sector of the Kenyan economy surpassing coffee as the nation's second largest source of foreign exchange in agriculture. The Kenyan government reaps a lot of benefits from exporting flowers in terms of economic growth (Hale, 2005). In order to encourage investment, much energy and resources go into ensuring foreign investors have access to a high quality of life, while the people of Kenya, especially the workers, are struggling to access basic livelihood. Studies have shown that ironically, the greatest benefit from the industry are reaped by the businesses themselves, and a select few European owners, since the majority of owners are white Europeans (Dolan et al 2001; Food and Water Watch, 2008).

Women comprise the majority workers in the floriculture industry, and this makes women's issues particularly pressing. For instance, sexual harassment in the industry was described as "rampant" (War on Want, 2007). The nature of the work is to blame as women end up working in isolated places in huge green houses in which workers are spaced far apart and no one can hear or see what is happening on the other side (War on Want, 2007). In addition Women remain trapped in low pay kind of jobs as they lack training and education and the general negative cultural stereotypes and the management remain dominated by men.

1.3 The Statement of the Problem

Kenya boasts of the oldest and most successful cut flower industry in Africa. The industry is widely considered an economic success story, with the value of cut flower exports increasing from KSh 940 million in 1990 to Ksh 14, 792 million in 2002 (Dolan et al.,2004). Cut flowers are now the nation's second largest source of foreign exchange in agriculture, for instance Kenya exported 114858 tons of cut flowers valued at Ksh. 46.3 billion in the year 2013 (Kenya Flower Council, 2013). This sector has also been providing employment to estimated 40,000 - 50,000 workers. However, over the last few years, the industry has been beset by allegations of poor labour practices and environmentally damaging production processes (Dolan et al., 2002; Leipold and Mogente, 2013).

Kenya has a 40 % unemployment rate while 50% of the population lives below poverty line (Leipold and Mogente, 2013). This makes job seekers vulnerable to exploitation by employers since supply of labour exceeds demand. For instance, desperate job seekers are ready to accept any readily available jobs in the flower industry since some income is better than none, leading to flower farms remunerating employees poorly (Leipold and Mogente, 2013).

Employees in an organization are a very important resource that requires proper management and cannot be ignored by the organization just like management cannot ignore other factors of production, if it is to achieve competitive advantage. Employees cannot be dispensed as their health and motivation affects not only their performance and their overall productivity but also the profitability of the organization.

The focus of this study was in Naivasha Sub - County where there is a high concentration of the floriculture industry which contributes immensely to revenue generation in Kenya, and the employees who work in this industry earn low wages, despite the flower farms generating a lot of revenue. Within the flower farms, occupational health and safety of employees is an area of concern due to use of pesticides. In addition, studies have shown that the floriculture industry is faced with various complaints of poor labour practices. For instance, workers live in deplorable conditions due to inadequate housing allowance, job insecurity, unfair dismissals, working long hours while women complain of sexual harassment. The purpose of this study therefore was to determine the effect of selected human resource management practices (namely, training and development, supervision, rewards, occupational health and safety, participation in decision making and communication) on the job satisfaction of employees in floriculture farms in Naivasha.

1.4 Objective of the Study

The general objective of the study was to determine the effect of selected human resource management practices on employee job satisfaction in flower farms in Naivasha Sub - County, Kenya. The specific objectives of the study are as follows:

- i. To determine the effect of training on job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.
- ii. To determine the effect of participation in decision making on job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.
- iii. To determine the effect of communication on job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.
- iv. To determine the effect of occupational safety and health on job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.
- v. To determine the effect of supervision on job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.
- vi. To determine the effect of rewards in decision making on job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

- vii. To determine the combined effects of selected human resource management practices (namely, training, participation in decision making, communication, occupational health and safety, supervision and rewards) on job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

1.5 Research Hypothesis

H₀1: Training and development has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

H₀2: Participation in decision making has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

H₀3: Communication has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

H₀4: Occupational health and safety has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

H₀5: Supervision has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

H₀6: Rewards have no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

H₀7: The combined effects of selected human resource management practices (namely, training, participation in decision making, communication, occupational health and safety, supervision, and rewards,) have no significant effects on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

1.6 Significance of the study

The finding of this study documented the effects of various human resource management practices on employee job satisfaction in floriculture farms in Naivasha Sub County, Kenya. They will be useful for floriculture farm managers because they will have empirical evidence critical to HRM practices that influence employee job satisfaction. The findings will also enable

the management to improve their work practices and therefore enhance employee job satisfaction and thus minimise employee turnover in the floriculture industry.

This study will contribute to literature in the field of human resource management and will support public and private sectors management in designing of policies that may help to enhance employee job satisfaction in the context of developing countries, for instance, Kenya. The findings of this study will be of significance to human resource managers in other sectors of the economy such as manufacturing firms, service industries and the public sector as it will enable these organizations to provide a suitable work environment for their workers and also to implement clear human resource policies which will enhance job satisfaction resulting in improved performance and productivity. Finally the study will contribute to the existing academic literature in the field of Human Resource Management and job satisfaction as scholars will use it as a basis for further research in the same area or related field.

1.7 Scope of the study

This study investigated the effect of selected human resource management practices on employee job satisfaction in sampled floriculture farms in Naivasha Sub - County. The respondents of the study were the general employees, supervisors as well as Human Resource managers. The study was conducted in the month of December 2014.

1.8 Limitations of the Study

The study had the following limitations: Firstly, the study was carried out in one Sub – County in Nakuru County therefore the findings of the study should be generalised with caution. Hence, future research can attempt to replicate the same study to other floriculture farms in Kenya. Secondly, the data collected for the study was based on cross-sectional research design where data was collected at one point in time. Therefore, it is not clear whether the results would hold up in the future time, especially considering various environmental pressures affecting the floriculture industry. Future studies may carry out a similar research using longitudinal research design. Thirdly, the findings that were obtained from the questionnaires that were administered in this study were limited by the perceptions and opinions of the respondents even though it was assumed that the respondents answered the questions accurately and honestly.

1.9 Assumptions of the Study

The study's assumption was that employees in the floriculture farms were competent and that they had knowledge about the different human resource management practices.

1.10 Operational Definition of Terms

Human Resource Practice - Is a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996).

Human Resource Management - Is a strategic and coherent approach to management of an organization's most valued asset – the people working there who individually and collectively contribute to achievement of set objectives (Armstrong 2009).

Job Satisfaction refers to the attitudes and feelings people have about their work. Positive and favourable attitudes towards job indicate job satisfaction while negative and unfavourable attitudes towards the job indicate job dissatisfaction.

Floriculture industry - Businesses of growing flowers for sale comprised of varied flower farms.

Occupational Health and Safety – Refers to regulations and procedures intended to prevent accident or injury as well as illness in workplace.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review in areas related to the objectives of the study. It focuses on the concept of employee job satisfaction and how it can be measured, the Human Resource Practices that may affect employee job satisfaction, biographical determinants that may influence employee job satisfaction, and the current gender distributions of the labour force on Kenya's floriculture farms.

2.2 Job Satisfaction

Job satisfaction is one of the most important and frequently studied work attitudes in the field of organisational behaviour (Mitchell and Lasan, 1987). However, different authors have defined job satisfaction differently, making a definitive definition of the term to be unlikely to materialise. Wood (1973) described job satisfaction as the condition of contentment with one's work and environment denoting a positive attitude. According to Spector (1997), job satisfaction was merely how people feel about their jobs and different aspects of their jobs. He considered it as simply the degree to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Greenberg and Baron (1997) defined job satisfaction as an individual's cognitive, affective, and evaluative reactions towards his or her job while Cranny, Smith and Stone (1992) conceptualized it as a combination of cognitive and affective reactions to the differential perceptions of what an employee wants compared to what he or she actually receives. Vroom (1982) defined job satisfaction as workers' emotional orientation toward their current job roles, while Schultz (1982) stated that job satisfaction is essentially the psychological disposition of people toward their work. Siegal and Lane (1987) referred to job satisfaction as the degree to which people like their job. Finally, Lofquist and Davis (1991), defined job satisfaction as "an individual's positive affective reaction of the target environment...as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment" (p.27).

A careful consideration of the above definitions shows that there are more or less variants of the definition given by Locke and Lathan (1976) who defined job satisfaction as "...a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Implicit in

this definition is the importance of two elements in job satisfaction: one's feeling or affect (emotional state) and one's cognition or thinking (appraisal). These two facets of job satisfaction, affect and cognition, appear to be inexorably linked. When we think about our jobs, we have feelings about them and when we feel about our jobs, we think about these feelings. This duality about job satisfaction implies that any tool that purports to measure job satisfaction should be able to capture both affect and cognition. Since job satisfaction is an emotional response to a job situation, it implies that it cannot be seen, but it can only be inferred.

The extent to which people are satisfied with their jobs should be a societal concern as work experiences have a profound effect on both the individual and on society as a whole. Job satisfaction can as well be regarded as an aspect of life satisfaction, as experiences on the job influence perceptions off the job and vice versa (Davis and Newstrom, 1989). Cano (1992) attributed job turnover, absenteeism and job burnout to a lack of job satisfaction. A study conducted by Grady (1988) found support for a possible causal chain leading to job turnover or job retention. Mowdays (1984) was of the opinion that the negative effect of job turnover on organizations may include increased costs to recruit, select, and train new employees; demoralization of remaining; negative public relation, decreased organizational opportunities to pursue growth strategies in order to curb the negative consequences associated with job dissatisfaction (Davis et al., 1989).

2.2.1. Measurement of Job Satisfaction

Saari and Judge (2004) concluded that between conducting focus groups, interviewing employees and carrying out employee surveys, the latter was the most accurate in measuring employee job satisfaction. A survey of the literature showed that two broad approaches for measuring job satisfaction have been adopted: measurements using a single, global measure and the others in which several questions are employed to measure the different dimensions of job satisfaction. For the second approach, the assumption is that job satisfaction is the sum of individual scores on the various dimensions constituting job satisfaction.

The two most extensively validated employee attitude survey measures are the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ), which both use several

dimensions to measure job satisfaction (Wanous et al., 1997). For example, the JDI measures job satisfaction using five dimensions: pay, promotion, co-workers, supervision and the work itself. Although single, global measures of job satisfaction have been criticised as being unreliable (Judge and Hulin, 1993), empirical studies have posted respectable reliability of around .60 (Wanous et al., 1997). However, these reliability values, impressive as they may be, have been found to be lower than those for studies employing multiple facets of job satisfaction (Saari and Judge, 2004).

This study thus adopts a composite measure, that is, a survey instrument that incorporates both a global and a multi-faceted measurement of job satisfaction. This way, the instrument will capture the overall satisfaction of the employees and at the same time, obtain a picture of the specific strengths and weaknesses of the various dimensions constituting job satisfaction.

2.2.2 Theories of Job Satisfaction

This study was guided by two theories. These are Equity theory and Herzberg - Two Factor theory.

2.2.3 Equity Theory

Equity theory (1965) is based on the perceptions people have about how they are treated as compared with their referent others. The theory postulates that employees determine equity by comparing the input they bring into organisation or the job, for instance, their effort, time, experience, education, their commitment and loyalty to the organisation and the outcome they receive from the organisation, for instance, increased pay, recognition, as well as promotion against the perceived inputs and outcomes of other employees (Greenberg, 1990). Thus, employees who experience inequity are likely to be engaging in various counter-productive behaviours which may affect organisation's productivity such as job dissatisfaction, absenteeism, lateness and increased turnover. On the other hand, employees who think that they are fairly treated are more likely to be more satisfied with their jobs and turnover less.

If inequity exists, employees may attempt to reduce their suffering by changing the perceptions of either their own or reference group's inputs and outcomes, through altering their inputs such

as their effort or their outcomes, Lambert (2007). Perceptions of overpayment will result in employees raising the evaluation of their own inputs through working harder as well as putting more effort and working for longer hours in the organization while underpayment is likely to result in employees reducing their efforts as well as being dissatisfied and having low commitment to their jobs with an intention of restoring perceived inequity (Lambert et al., 2007). A state of equity will be attained if the perceived ratio of outcomes to inputs favourably compares to the outcome-input ratio of referent others (Lambert et al., 2007).

Employees will develop a positive attitude towards the organization if the outcomes they get from it are realistically deserved and are fairly apportioned. Lambert (2007) found that employees who perceive that their universities were fair and just in dealing with them were likely to develop trust as well as be loyal to their organization, resulting in increased organizational commitment. This is likely to be replicated in the floriculture farms in Naivasha.

2.2.4. Herzberg's Two - Factor Theory

Herzberg's motivation-hygiene theory, also known as the two-factor theory, has received widespread attention as having a practical approach towards motivating employees (Tech-Hong and Waheed, 2011). In 1959, Herzberg and colleagues published their analysis of the feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences. The study identified two sets of different factors, hygiene and motivators, referred to as Herzberg's Two-Factors, which people evaluate when considering positive and negative response to their jobs (Hurwitz et al., 2009). Hygienic factors are those factors that employees expect from the organisation, and yet meeting them will not guarantee employee job satisfaction – just an absence of dissatisfaction. Hygiene factors mostly consist of extrinsic factors such as salary, job security, working conditions and interpersonal relations. On the other hand, motivators are those characteristics of the job that employees value most and mostly consist of intrinsic factors such as recognition, achievement, responsibility, work itself, and advancement (Hurwitz et al., 2009). Thus, to bring about job satisfaction, an organisation must strive to improve the motivators.

Herzberg, therefore, viewed job satisfaction and dissatisfaction as not being on differing ends of one continuum; rather, they formed separate and distinct continua (House and Wigdor, 1967). Thus, according to Herzberg (1968), the opposite of job satisfaction is not dissatisfaction, but rather a simple lack of satisfaction. On the other hand, the opposite of job dissatisfaction is not satisfaction but just no dissatisfaction. This study is aimed at testing both Hygienic as well as motivating factors to establish if employees are satisfied or not satisfied with their jobs in the floriculture farms in Naivasha Kenya.

2.3 Human Resource Management Practices

Studies have shown that there is inconsistency in the list of HR practices while there is no clear definition of Human Resource Management (Boselie et al, 2005; Marciano 2005; Truss 2001). Armstrong (2009) defined human resource management as a strategic and coherent approach to acquiring, developing, managing, motivating and gaining the commitment of the organization's key resources - the people who work for and in it. Storey (1995) defined human resource management as a distinctive approach to employee management which seeks to achieve competitive advantage through strategic development of a highly committed and capable workforce. Wright and McMahan (1992) defined human resource management as the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. It is clear from the foregoing that human resource management will influence an organization's performance and the feeling of job satisfaction among its employees.

Boselie et al (2005) reported that the four top most frequently used HRM Practices are: training and development; contingent pay and reward schemes; performance management, which includes appraisal; and recruitment and selection. Other studies have identified provision of equitable remuneration, recognition of the efforts and contributions of employees, provision of opportunities for training and shaping employees' attitudes and behaviour as other human resource practices (Davis, 2001; Boyd and Salamin, 2001; Agarwal and Bhagava, 2008; Chew and Chan, 2008). The use of these practices in organizations depends on specific situations ranging from internal organizational factors, external factor and national factors (Boxall and Purcell 2000). Effectively designed HR practices at strategic level will have a significant influence on employee's job satisfaction (Wright and Nishii 2004).

According to Guest (2008) human resource management practices send a strong message about what organizations expect and what employees can anticipate in return. The organization is able to create contractual and future intentions through hiring practices and reward. Suazo et al (2008) observed that the way employees are inducted into the organization has an effect on the employees' perceptions of the organization.

HRM practices are aligned strategically by world class organizations who invest in their employees (Maguire 2002). An organization's performance can be improved through application of effective human resource practices as they elicit human resources potentials and aid in attracting and retaining competent employees (Wright et al 1994). Amit and Belcourt (2008) found that human resource practices were specific, dynamic routines used by firms to attract, socialize, train, motivate and evaluate as well as compensate the employees. Other studies have found that human resource practices like training and development, teamwork, compensation/incentive pay, human resource planning, performance appraisal, and employee's job security helped to improve an organization's performance which includes employee's productivity, product quality and firm's flexibility (Stravou, 2005; Lee and Lee, 2007). Contrary to these studies, Ogodo and Vidal (2007) found that the HRM practices in most floriculture farms in Naivasha did not motivate the employees. For instance, the study found that the floriculture farms did not house their employees thus forcing the employees to rent houses from the Municipal Council which charged rent at the market rate. They also noted that those floriculture farms do not provide their employees with proper and adequate sanitation facilities at the workplace and neither did they provide health and housing facilities. The HRM practices that will be investigated in this study are as follows:

2.3.1 Training

Training refers to a planned effort that facilitates the learning of job – related knowledge, skills, and behaviour by employees (Noe et al, 2006). Georgellis et al (2007) define job training as the availability of written materials for learning, courses, participation in seminars, and conferences for employees in organization. Training improves manpower utilization and by so doing, enhancing job satisfaction (Jones et al., 2004). Studies have shown that training results in

increased productivity and job satisfaction (Tan and Batra, 1995). For instance, Melymuka (2004) found that job dissatisfaction among information technology professionals was due to non-availability of job training which they expected to have from their job. Training equips employees with skills that enable them to not only be more productive but also get promoted. In the turbulent global setting of today, organizations try to reduce uncertainties by concentrating on Human Resource Development and Organizational Development (Bates and Khasawneh, 2005).

In the rapid changing working environment, employees are expected to upgrade their knowledge and skills to enable them to adapt to new challenges (Goldstein and Gilliam, 1990). It is thus very important for any organization to provide employees with sufficient training to equip them with the required competence, skills, and knowledge to enable them to adapt to new challenges. For organizations to attain competitive advantage such organizations have to train their employees in order to increase their capabilities and to change their attitudes and behaviours (Yalamil and McLean 2001). Studies have found that training was positively correlated to job satisfaction and affective commitment, and negatively correlated to intention to leave the organization (Agwarwala, 2008). Saks, (1996) found that training was positively correlated to affective commitment of employees in the workplace.

Lee and Bruvold (2011) found that an organization that was committed to developing employees' skills and competency enhanced employee's job satisfaction and affective commitment which in turn reduced the employee's intention of leaving the organization. Similarly, Shelton (2001) found that training and development increased employee job satisfaction and retention in organizations. From the literature, it is expected that training floriculture farm employees will result in enhanced job satisfaction.

2.3.2 Occupational Safety and Health

Dessler (2008) posits that occupational health and safety is the process of promoting the physical and mental wellbeing of employees and protecting individuals and the workplace from unsafe acts as well as unsafe working conditions. According to Symen and Gul (2004) occupational

safety is the systematic and scientific research conducted in a workplace with an aim of preventing conditions that are likely to harm the health of employees in the workplace. Occupational safety therefore, is a series of actions performed with a view to refrain the employees from the occupational accidents and diseases. Occupational health, on the other hand, means enabling an employee to avoid occupational diseases, fatigue during working, ageing too fast, and to ensure quality living level. Occupational accidents and diseases are likely to be caused by the following four main groups of elements: physical factors such as temperature, humidity, vibration, noise, light, and radiation; Chemical factors such as solid, liquid or gaseous chemicals which are inflammable, explosive, dangerous and harmful; and Biological factors which consist of diseases stemming from microbes; and psychological factors arising from human relations and disharmonies (Kozak et al 2006).

Kreitner (2007) found that employees ranked feeling safe at work as the most important factor in job satisfaction and that organizations have it as part of their policy provision of a safe working climate capable of enhancement of employees physical, mental, and emotional safe conditions. Bolate et al (2001) in a study of housekeepers in the hotel industry, found that they suffered from a condition known as carpal tunnel syndrome, and that the employees faced risk factors like bacterial, dermatologic and rheumatic diseases and other diseases stemming from the chemicals and physical factors. According to Bigoes (1986) increasing employee job satisfaction is as important as eliminating physical hazards in a workplace. The study found that job satisfaction was more predictive of lower accident rates than such factors as demographic, health, psychological, and stress. This study is intended to establish if occupational health and safety measures are put in place in the floriculture industry so as to enable the employees to have conducive working conditions.

2.3.3 Supervision

Supervisors have extensive knowledge of job requirements and therefore have adequate opportunity to observe the employees. Bradley et al (2004) in a study on the effect of human resource management practices on job satisfaction found that workers preferred to have close supervision of their work as they enjoyed visual evaluation of their work which suggests that employees desire close monitoring of work. Studies have found that the ability of the supervisors

to provide strong leadership has a positive effect on employees job satisfaction while poor supervision will result in job dissatisfaction (Keashley and Jagatic, 2000; Morris, 2004).

2.3.4 Rewards

Reward Management practice refers to pay, wage, salary and benefit and other ways of compensating employees. Pay is an important function in HRM as it is the main reason why people go to work. The main role of HR is to ensure that the type of rewards that employees receive, i.e. both monetary and non-monetary, will have a positive effect on employee's job satisfaction. Through effective reward management, organizations can be able to attract and retain high quality employees in comparison to its competitors (Noe et al, 2006).

According to Danish (2010) rewards are positively associated with the process of motivation and play a vital role in determining the performance of a job. Lawler (2003) reported that there are two factors which determine the attractiveness of a reward, namely, the amount of the reward being given and secondly, the importance an individual gives to a certain reward. Good managers reward people by giving them something tangible and recognize people by doing things that acknowledge their accomplishments (Deeprise, 1994). The key parameters of today's motivation programs in most organizations are incentives, rewards and recognition as they bind the success factor with employees' performance.

Ting (1997) supported the argument that pay practice is correlated with job satisfaction in the sense that pay strongly determines job satisfaction. The study found that satisfaction with pay on its own and satisfaction with financial prospects in the future was positively correlated with job satisfaction. The efficiency wage theory suggests that when workers are paid higher wages, they are likely to increase their productivity (Katz, 1987). This is because well paid employees increase their working effort as well as their loyalty to the firm while it also reduces turnover in the firm as well as recruitment costs (Akerlof, 1984; Bradley et al, 2004). Steijn (2004) examined overall job satisfaction of Dutch public workers with respect to their pay and the results showed that pay practice had a positive effect on job satisfaction. Thus, this study expects to find that rewards will have a significant effect on the job satisfaction of employees in floriculture farms in Naivasha.

2.3.5 Communication and participation in decision making

Studies have shown that lack of effective communication may lead to misunderstandings, lack of information, decrease in employee's performance, and decrease in company's turnover in organizations, incompetence, poor teamwork and disrespect (Maxfield et al., 2005). Eagly (1992) found that one of the most effective ways to create attitude change was to involve employees in decision making, and as well making them participate in activities surrounding the targeted attitude. Further, lack of communication effectiveness and job satisfaction in organizations is likely to lead to high stress, monotony, and poor fit between employees and their jobs (Missouri Small Business Development, 2002). In any organisation, communication is important as it enables employees to know what is expected of them in their job as job clarity makes them more effective (Fisher, 1999). Studies have shown that role ambiguity and lack of clear information about job tasks may have adverse effects on employees' job satisfaction while job clarity will help employees to adjust to their job and lessens uncertainty (Ting, 1997; Kropski et al., 1999). This study therefore aims to establish whether communication and participation in decision making will have a significant effect on job satisfaction of employees in the floriculture farms in Naivasha.

2.4 Empirical literature review

Javed et al (2012) in their study on the impact of HR practices on employee job satisfaction in public sector organizations in Pakistan, found that recognition, training and development made employees feel satisfied with their jobs while rewards did not have any significant effect on employee job satisfaction.

Kabir and Parvin (2011) in a study of the factors affecting employees' job satisfaction in the pharmaceutical sector in Dhaka found that work conditions, fairness, promotion, and pay, were the key factors that influenced job satisfaction. The study found that adequate salary and compensation were key factors in satisfying the employees, and that increasing employee salary and compensation enhanced employee job satisfaction.

Nawab and Bhati (2011) in a study on the effect of employee compensation on organizational commitment and job satisfaction in the educational sector in Pakistan found a strong positive

correlation between job satisfaction and compensation. The study found that employees' compensation through bonuses, commissions, allowances, participative decision making, and quality of leadership resulted in higher job satisfaction and employee's organizational commitment. Danish (2010) in a study on the impact of reward and recognition on job satisfaction and motivation in Pakistan found that reward and recognition had significant impact on job satisfaction and motivation of employee.

Dolan, Opondo and Smith (2004) in a study on Gender rights and participation in cut flower industry in Naivasha, found that majority of the workers especially those who were employed on temporary terms were mainly concerned about the security of their employment. They also found that overtime was compulsory and frequently exceeded the maximum hours set out in the codes and national laws and that many workers felt that they were not properly compensated. Further, female workers found it difficult to balance overtime work and reproductive and family roles especially when they were required to attend overtime work at short notice. The study also found that most of the women in the flower farms complained that they were subjected to sexual harassment by the supervisors and feared reporting the incidences as there lacked senior female staff and that they felt intimidated reporting the harassment to male managers. They found that trade union representation was low in cut flower farms and all temporary employees were not members of trade unions. In addition, poor communication between workers, supervisors and management was the source of many worker welfare issues, for instance those employees who expressed their grievances through the management without informing the supervisors risked being sacked.

Shelton (2001) in a study on the effects of employee development programs on job satisfaction and employee retention in the U.S.A, found that training and development increased employee job satisfaction and were significant in improving employee retention in the company. The study found that training and development was important to most employees and that more than 50 percent of employees who received training within the past year were satisfied with their jobs and that only 10 percent indicated a level of dissatisfaction.

Ruwan (2007) studied the effect of six human resource management practices on the turnover intentions of marketing executives. The six HRM practices were: realistic job, information, job analysis, work/family balance, career development, compensation and supervisory support and their likely impact on the marketing executive's turnover. The results of regression analysis showed that job analysis conducted as a human resource practice was a strong predictor of marketing executives' turnover. Petrescu and Simmons (2008), in their study on the relationship between human resource management practices and workers job satisfaction, found that several human resource management practices namely job training, pay practices and supervision raised workers' overall job satisfaction.

Absar et al (2010) in a study on the impact of human resource management practices on the job satisfaction of employees in the manufacturing firms in Bangladesh found that training and development had a significant association with job satisfaction of employees, and that they had great positive impact on employee's job satisfaction. Lee and Lee (2007) found that HRM practices namely, training and development, incentive/compensation and job security enhanced business performance including employee's productivity, product quality, firm's productivity, as well as employee job satisfaction.

Noe et al (2006) in a study on the effect of human resource management practices such as pay practices, supervision and recruitment and selection in gaining competitive advantage in the USA, found that there was a correlation between human resource management practices and the employees efficiency which enables the organization to gain competitive advantage. Greenwood and Wolf (1987) in a study of the effect of job satisfaction on the rates of occupational accidents found that increasing employee job satisfaction is important in eliminating physical hazards in the workplace. They concluded that high job satisfaction was more predictive in lowering accident rates.

Thoksoon and Mudor (2011) in their study on the relationship between HRM practices and Job satisfaction in Thailand found that supervision, job training and pay practices had significant positive correlations with employee's job satisfaction. Agarwala (2008) in a study on the

relationship between workplace training and organizational commitment in manufacturing firms in India found that training was positively correlated with affective commitment.

2.5. Conceptual Framework of the Study

This study sought to test the following conceptual framework in establishing if the employment of the stated Human Resource Practices in the floriculture farms in Naivasha resulted in job satisfaction on the employees or not. It is the fulcrum in which this study hinged on.

Independent Variable

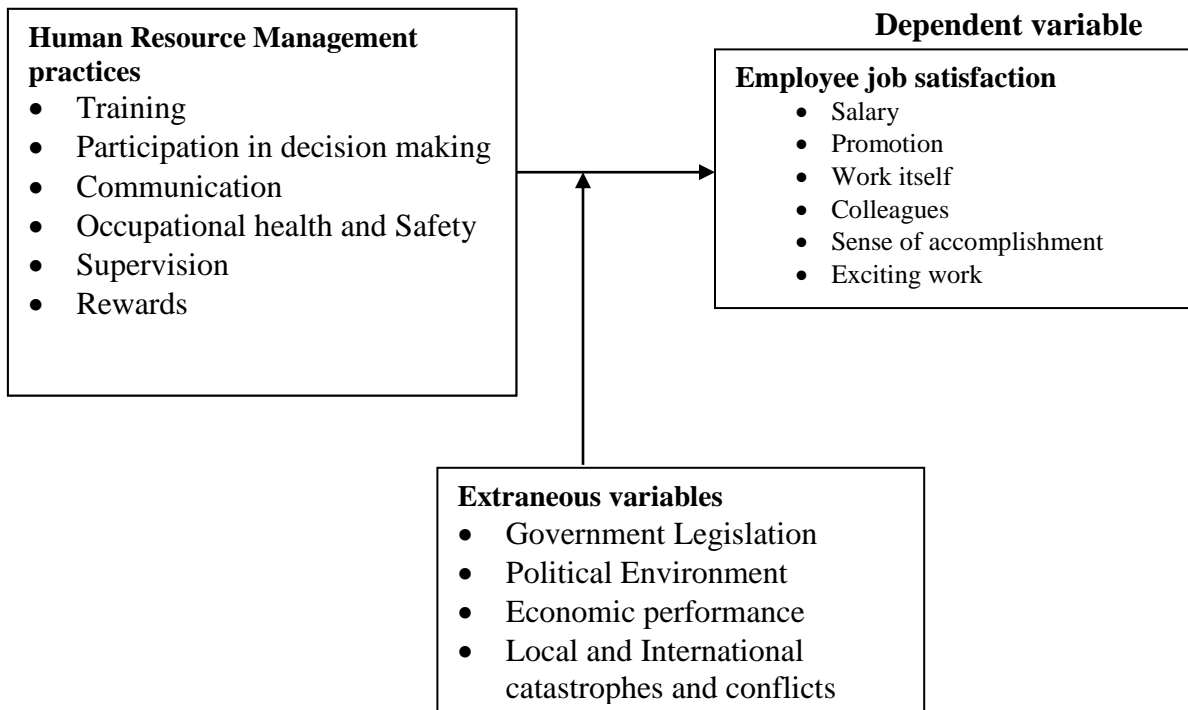


Figure 2.1: The relationship between HRM practices and job satisfaction

Source: Own Conceptualisation

This study conceptualizes that the employee job satisfaction could be affected by human resource as well as by some extraneous variables. The purpose of this study is therefore to test the nature and strength of this relationship. The study also proposes to establish how the different cadres of Gender are distributed in the various job categories and proposes to inquire how this arrangement influences job satisfaction. This study conceptualizes that employee job satisfaction could be affected by human resource practices.

If proper Occupational health and safety measures are laid out and put into proper use, for instance provision of personal protective equipments, as well as proper adherence to use as well as exposure to pesticide use among employee would not only safeguard employees health conditions but also improve their job satisfaction in their workplaces in the floriculture farms. Rewards provision in an equitable as well as fair manner among employees in the floriculture farm , for instance, equal pay for equal work done among employees, as well as overtime pay being fairly and equitably paid are expected to improve employees job satisfaction in employees. If proper as well as fair and objective Supervision is done to employees it is expected to improve employee job satisfaction in the floriculture farms in Naivasha. Proper Communication is paramount in making employees not only feel as part and parcel of the organization but also feel appreciated, thus bottom up method of communication as an example is expected to improve employees job satisfaction in the floriculture farms in Naivasha. If employees are availed a chance to Participate in decision making in floriculture farms in Naivasha, they will feel appreciated and this will improve their job satisfaction.

Extraneous variables, that is; Government Legislation, Political Environment, Economic performance, Local and International catastrophes and Conflicts will be expected to moderate the relationship between Human Resource Management Practices on employee job satisfaction.

2.6. Conclusion

It was expected that Human resource practices being practiced in the floriculture farms in Naivasha would have a positive effect on job satisfaction and the converse would hold if proper application of the aforementioned Human Resource Management were not adhered to or application were either found wanting or if their application was selectively adhered to, in which case job dissatisfaction would be registered in the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The study design was a descriptive research design comprising of selected flower farms located in Naivasha area, Nakuru County. The study employed a descriptive survey research design that enabled it collect requisite information about employee variables, as they existed within the population. In addition, it does not allow the researcher to manipulate either the independent variables or the research setting, thus enhancing external validity. This allowed the study to be completed within the constraints imposed by limited time and financial resources (Mugenda and Mugenda, 2009).

3.2 Research Area

The study was conducted in Naivasha Sub - County, Nakuru County, situated in the central part of the Rift valley Province of Kenya. The Sub - County was chosen because it contains the highest concentration of floriculture farms in the country (KFC, 2011).

3.3 Target population

The target population consisted of all the 39,782 general workers, 1280 supervisors and 60 Human Resource managers summing up to 41,122 employees in all the 40 floriculture farms situated in Naivasha Sub - County (see appendix IV)

3.4 Sampling procedure

The sample size of respondents to be studied was determined by the use of the formula indicated by Krejcie and Morgan (1970). Simple random sampling (using the lottery method) was used to select the farms to be studied, as shown in Table 3.1 below. To ensure that a representative number of farms are included in the study, 30% of the total number of farms presents in the Sub - county was chosen. This has been considered as being an adequate sample size (Mugenda and Mugenda, 2009; Cochran, 1977). Thus, 12 farms were used in the study.

The study also used stratified random sampling techniques in the selection of the study sample of employees. The strata consisted of managers, supervisors and general employees. Census method

was used for the managers since the population of the managers was small. A total population of 24,272 employees from 12 floriculture farms in Naivasha comprising of general workers, Supervisors and Human Resource Managers was sampled using the Krejcie and Morgan table of sample determination, giving a sample of 381 employees who were used in the study. A population of 221 respondents was sampled from a population of 23,662 general workers and 139 Supervisors were sampled from 589 supervisors, (See appendix VI). The formula used by Krejcie & Morgan (1970) to derive the table is shown below:

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

Where:

s = the required sample size

X² = the table value of chi-square for 1 degree of freedom at the desired confidence level (i.e. 3.841)

N = the population size

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (in this study, it is set at 5%).

Table 3.1 Population and Sample sizes:

Name Of Flower Farm	General Employees		Supervisors		Managers	
	Population	Proportionate Sample	Population	Proportionate Sample	Population	Sample
Flamingo	1500	25	70	27	2	2
Kingfisher	4500	72	160	63	2	2
Panda	2600	41	65	26	2	2
Bigot	1600	26	40	16	2	2
Tulaga	512	8	22	9	1	1
Kasumini	750	12	30	12	2	2
Sunripe	600	10	25	10	2	2

Name Of Flower Farm	General Employees		Supervisors		Managers	
	Population	Proportionate Sample	Population	Proportionate Sample	Population	Sample
Sharlimar flowers	800	13	32	13	2	2
Horticulture	3000	48	75	30	2	2
Mbegu Farm	1000	16	10	4	1	1
Wild Fire	800	13	35	14	1	1
Oserian Development Company	6000	96	25	10	2	2
Total	23662	379	589	234	21	21

Table 3.1 above shows the population and sample sizes of each of the sampled 12 flower farms. From each floriculture farm proportionate sampling was done on general employees as well as supervisors. Due to high financial costs, the researcher administered a maximum of 25 questionnaires per flower farm for the general workers giving a sample of 221 respondents. Similarly, a maximum of 13 questionnaires were administered per farm for the supervisors giving a sample of 139 respondents and a census was carried out for all the Human Resource Managers. The total number of questionnaires thus administered was 381 which according to Krejcie and Morgan table of sample determination (1970) was a right sample.

3.5 Data collection procedure

The research used a questionnaire consisting of closed-ended questions. Following a thorough review of the literature, a questionnaire was developed. The questionnaire was made up of three sections as follows: Section A covered questions concerning the bio-data of the respondents; Section B dealt with items of job satisfaction which was adopted from Minnesota Satisfaction Questionnaire (MSQ), while Section C contained items for the human resource management

practices as follows; training and development, participation in decision making, communication, occupational safety and health, supervision and rewards. The items in Section B were measured on a 5 - point likert scale namely: 1 – Extremely Dissatisfied; 2 – Dissatisfied; 3 – Uncertain; 4 – Satisfied; 5 – Extremely Satisfied. The items in Section C were measured using a 5-point likert scale as follows: 1 - Strongly Disagree; 2 – Disagree; 3 – Uncertain; 4 – Agree; 5 - Strongly Agree (1).

3.6 Validity and Reliability

According to Paton (2002), validity is the quality attributed to a proposition or a measure of the degree to which they conform to established knowledge or truth. Validity therefore refers to the extent to which an instrument can measure what it ought to measure (Mugenda and Mugenda, 2009). The content validity of the instrument was determined in two ways. First, the researcher discussed the items in the instrument (questionnaire) with the supervisor, and colleagues from the Department of Business Administration. Secondly, content validity of the instrument was determined through piloting, where responses of the subjects were checked against the research objectives. The comments from these two approaches were used to modify the questionnaire before the actual data collection. Pilot testing was done in one flower farm selected from Naivasha Sub - County.

According to Mugenda and Mugenda (2009), the reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability of the questionnaire items was tested by calculating a Cronbach alpha during piloting. Cronbach alpha value of 0.7 and above was judged as being reliable (Mugenda & Mugenda, 2009). Reliability analysis of the pilot study was carried out using cronbach alpha. After the reliability analysis was done, some items failed the reliability test and resulted in the items being dropped (See Appendix IV). The results of the reliability tests obtained for the main study were as follows.

Table 3.2 Reliability analysis for the study

S/No	Variables	No. of items	Cronbach Alpha Coefficient (α)	Items dropped	Final Cronbach Alpha Coefficient (α)
1	Job satisfaction	9	0.8588	None	0.8588
2	Training and development	5	0.7989	None	0.7989
3	Participation in decision making	5	0.8422	None	0.8422
4	Communication	6	0.9127	None	0.9127
5	Occupational Safety and Health	6	0.4388	Dropped item 1 and 4	0.6565
6	Supervision	4	0.7139	None	0.7139
7	Rewards	5	0.8821	None	0.8821
8	All questionnaire items	58	0.8791	None	0.8827

Table 3.2 above shows results of reliability analysis of the main study conducted in twelve (12) floriculture farms in Naivasha. The overall reliability of all the questions in the questionnaire was 0.8827 which was above 0.7 thus the content of the questionnaire was reliable for the study.

3.7 Data Analysis and presentation

The data to be collected using the questionnaire was edited to minimize inconsistencies and errors. This was followed by coding of the data. The analysis was done with the aid of the Statistical Packages for Social Science (SPSS) computer software. The descriptive data was analyzed and presented in tables, means and charts. Inferential statistics was used to test the study hypotheses at 5% significance level. The hypotheses were tested as follows:

H₀1: Training has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya. – **Pearson’s Correlation Analysis**

H₀2: participation in decision making has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya. – **Pearson’s Correlation Analysis**

H₀3: Communication has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya. – **Pearson’s Correlation**

H₀4: Occupational health and safety has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya. – **Pearson’s Correlation Analysis**

H₀5: Supervision has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County. – **Pearson’s Correlation Analysis**

H₀6: Rewards have no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya. – **Pearson’s Correlation Analysis**

H₀7: The combined effects of human resource management practices (namely, training , Participation in decision making, communication, occupational safety and health, supervision and rewards), have no significant effects on employee job satisfaction in floriculture farms in Naivasha Sub - County, Kenya. – **Multiple Regression Analysis**

The Multiple regressions model is as follows:

$$y = a + b_1x_1 + b_2x_2 + \dots + b_n x_{1-n} + e$$

Where: y = Job satisfaction

a = The Constant

x₁ = Training

x₂ = Participation in decision making

x₃ = Communication

x₄ = Occupational Safety and Health

x₅ = Supervision

x₆ = Rewards

b = Beta

e – Error

Hence the Multiple regressions model thus was as follows:

$$y = 4.961 + 0.627 - 0.121 + 0.072 + 0.001 + 0.371 + 0.602$$

CHAPTER FOUR RESULTS AND DISCUSSIONS

4.1 Introduction

This section will present the descriptive statistics of the responses on human resource management practices and job satisfaction. The results were analysed using descriptive statistics namely, means and standard deviations in table format. A five point likert scale was used to establish respondent's perceptions on the variables of the study. The results are presented below.

4.2. Response rate

The researcher prepared and issued out 381 questionnaires, and out of 381 questionnaires issued, 338 were filled and returned accounting for 88.71 % of the sample population, which is an acceptable figure. Mugenda and Mugenda (2009) reported that a 50% response rate is adequate, 60% good and above 70% rates as very good.

4.2.1 Descriptive analysis of the responses on the Human Resource Management practices and job satisfaction

a) Gender

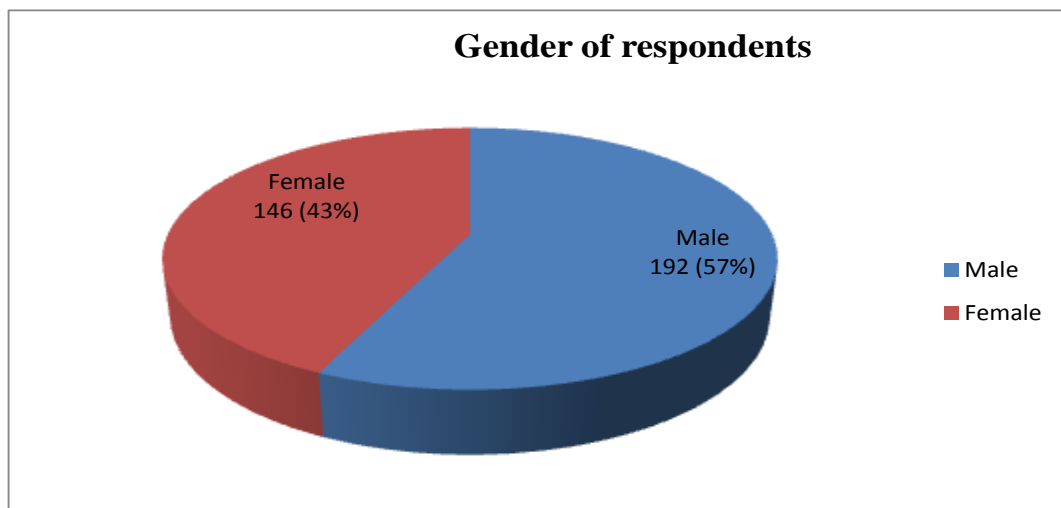


Figure 4.1 Genders of the Respondents.

Source: Research data

Figure 4.1 indicates that 192 (57 %) of the respondents were male while 146(43 %) of the respondents were female.

b. Marital status

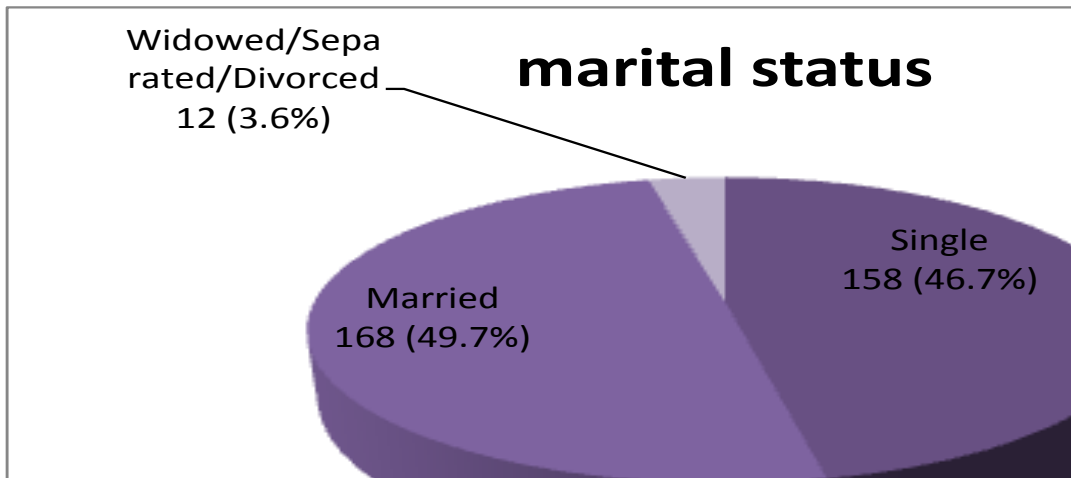


Figure 4.2 Marital statuses of the respondents

Source: Research data

Figure 4.2 above was an analysis of the respondents in terms of their marital statuses. From 338 respondents, 168 (49.7%) of the respondents were married, 158 (46.7%) of the respondents were single while 12 (3.6%) of the respondents were either widowed, Divorced, or separated.

c) Level of education

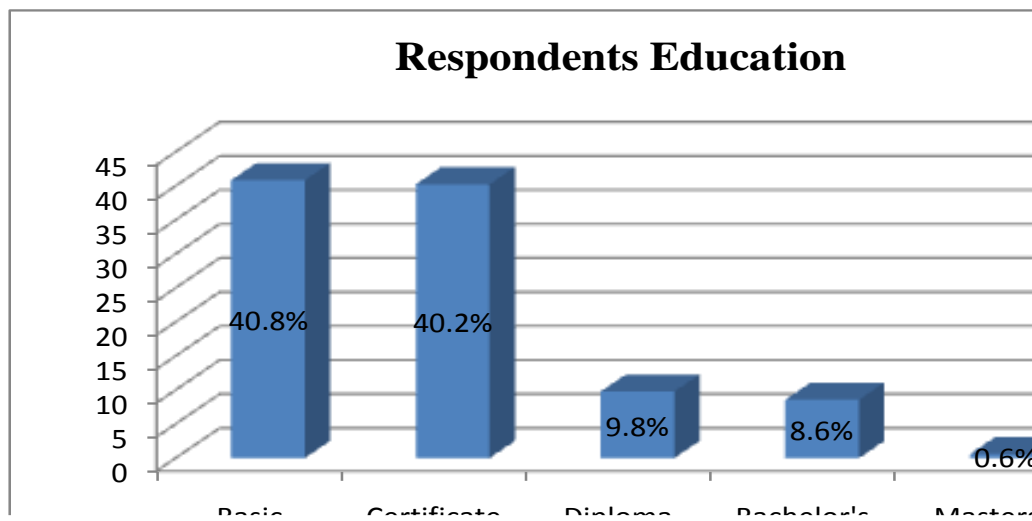


Figure 4.3. Respondent's education level

Source: Research data

Figure 4.4 was used to analyze the education levels of respondents. From 338 respondents, 138 (40.8%) of the respondents had basic education, 136 (40%) had attained a certificate

qualification, 33 (9.8%) had attained Diploma level, 29 (8.6%) had attained a Bachelors Degree and 2 (0.6%) had Masters Degree qualification.

d) Terms of employment

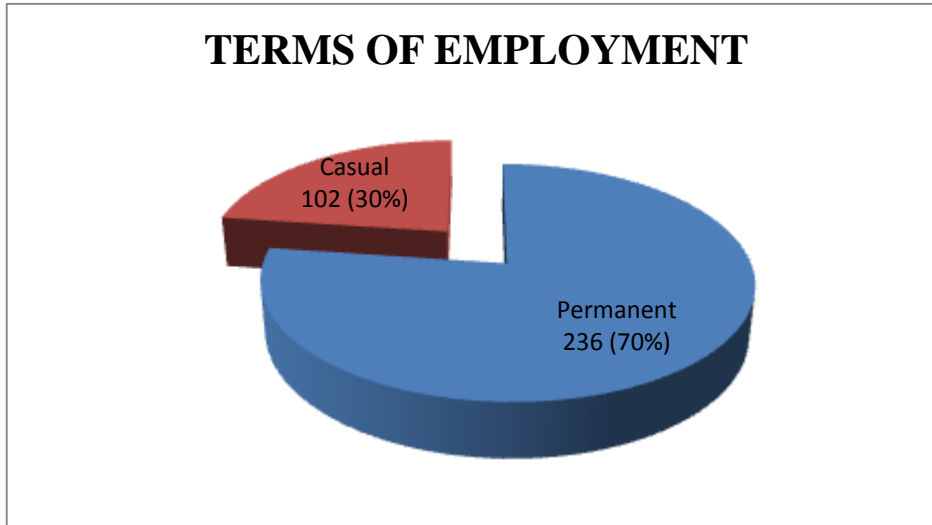


Figure 4.4. Respondent’s terms of employment

Source: Research data

Figure 4.4. shows that out of 338 respondents, 236 (70%) were employed on permanent basis while 102 (30%) of the respondents were employed as casuals.

4.3 Descriptive analysis of the responses on HRM practices and job satisfaction

This section presents the descriptive statistics of the responses on human resource management practices and job satisfaction. A five point likert scale where 1=Extremely dissatisfied; 2= dissatisfied; 3=uncertain; 4= Satisfied and 5= Extremely satisfied was used to establish respondents perceptions on job satisfaction while a five point likert scale where 1=strongly disagree; 2=disagree; 3=uncertain; 4=agree and 5=strongly agree was used to establish respondents perceptions on human resource management practices..

From the likert scale, the results of the descriptive studies were interpreted as follows: mean scores below 3.0 suggests that the respondents are discontented with various aspects of job satisfaction and selected HRM practices. Mean scores above 3.0 suggests that respondents are relatively satisfied with their jobs and the selected HRM practices.

4.3.1. Descriptive statistics of job satisfaction

The results in Table 4.1 show the results of the responses on job satisfaction.

Table 4.1: Results of descriptive statistics of responses on job satisfaction

	N	Minimu m	Maximu m	Mean	Std. Deviation
My overall job	338	1	5	3.36	0.885
The work I do	338	1	5	3.20	0.822
The opportunity to do something worthwhile with my job	338	1	5	3.15	0.908
The way supervision is done	338	1	5	3.06	1.022
The way my fellow employees work	338	1	5	3.06	0.962
A sense of accomplishment	338	1	5	3.04	0.874
the chance to do exciting work	338	1	5	2.89	1.092
My salary	338	1	5	2.78	1.004
The way promotions are done	338	1	5	2.66	1.121

The mean scores for employee satisfaction shows that employees had overall satisfaction with their job ($M = 3.36$), they had high satisfaction with the work they did ($M = 3.20$) and they were satisfied with the fact that they had an opportunity to do something worthwhile with their job ($M = 3.15$). On the other hand, the mean scores showed that the respondents were most dissatisfied with the way promotions were done ($M = 2.66$), their salary ($M = 2.78$) and the chance to do exciting work ($M = 2.89$).

4.3.2 : Descriptive statistics of Human Resource Management Practices

a) Training

Table 4.2: Results of descriptive statistics of responses on training and development

	N	Minimum	Maximum	Mean	Std. Deviation
Employees receive the training necessary to do their job	338	1	5	3.46	1.048
Employees receive needed training about new technologies	338	1	5	3.29	.981
I have been trained by my company	338	1	5	3.29	1.241
Training opportunities are allocated fairly across employees or work units	338	1	5	2.85	1.115
Supervisors/team leaders support employee efforts to learn outside the job	338	1	5	2.78	1.155

The mean score for the statement “Employees receive the training necessary to do their job” had the highest mean ($M = 3.46$) meaning that employees were receiving necessary training on their jobs, while the statement “employees receive needed training about new technologies” had a fairly high mean ($M = 3.29$) suggesting that employees were as well receiving the needed training on new technologies. The statement that “I have been trained by my company” had a mean of ($M = 3.29$) which was relatively high suggesting that employees were receiving the needed training on their jobs. On the other hand the statement, “Training opportunities are allocated fairly across employees or work units” had a relatively low mean of ($M = 2.85$) suggesting that training opportunities were not allocated fairly among employees in the floriculture farms in Naivasha Sub - County. The statement “Supervisors / team leaders support employee efforts to learn outside the job” had the lowest mean ($M = 2.78$) suggesting that employees were not being allowed to train outside the organization in floriculture farms.

b) Participation in decision making

Table 4.3: Results of descriptive statistics of responses on participation in decision making

	N	Minimum	Maximum	Mean	Std. Deviation
Employees views are taken into consideration while the management makes decisions in the company	338	1	5	3.62	1.001
In this organization, I have high degree of influence in company discipline	338	1	5	2.99	1.202
In this organization, I often participate in making decisions regarding my job	338	1	5	2.80	1.269
In this organization, my views have a real influence in company decisions	338	1	5	2.58	1.343
In this organization I can participate in setting new company policies	338	1	5	2.50	1.245

The mean scores for participation in decision making showed that respondents believed that their “Employees views are taken into consideration while the management makes decisions in the company” in floriculture farms (M = 3.62). This suggests that managers involve employees in the decision making process. The statement “In this organization, I have high degree of influence in company discipline” had a high mean score of (M = 2.99) suggesting that employees were contented with the way disciplinary measures were being undertaken in floriculture farms in Naivasha – Sub County, and the statement “In this organization, I often participate in making decisions regarding my job” had as well a relatively high mean of (M= 2.80) implying that employees were not adequately involved in decision making, making them be discontented . On the other hand, the statement “In this organization, my views have a real influence in company decisions” and “In this organization I can participate in setting new company policies” had the lowest mean score (M = 2.58) and (M = 2.50) respectively suggesting that Human Resource Managers in the floriculture farms in Naivasha do not always put employees suggestions into practice and that employees are not involved in setting company policies.

c). Communication

Table 4.4: Results of descriptive statistics of responses on communication

	N	Minimum	Maximum	Mean	Std. Deviation
Communication is encouraged in this organization	338	1	5	3.40	1.006
My manager does a good job of sharing information	338	1	5	3.36	.917
Senior management communicates well with the rest of the organization	338	1	5	3.23	.996
Communication is good between the management and employees in the organization	338	1	5	3.10	1.150
information and knowledge are shared openly within this organization	338	1	5	2.72	1.336
I find it very easy to air my concerns to the management in my company	338	1	5	2.68	1.230

The mean scores for communication showed that respondents believed that “Communication is encouraged in this organization” and “My manager does a good job of sharing information” as well as “Senior management communicates well with the rest of the organization” had the highest mean scores of (M=3.40), (M=3.36) and (M=3.23) respectively. This suggests that managers employ good ways of communicating with the employees and that employees considered communication to be very important in discharging their responsibilities. On the other hand the statements “Communication is good between the management and employees in the organization” had a fairly high mean of (M= 3.10), suggesting that employees highly valued how their managers communicated with them in the floriculture farms , and the statements, “information and knowledge are shared openly within this organization” and “I find it very easy to air my concerns to the management in my company” had the lowest mean scores of (M= 2.72) and (M= 2.68) respectively suggesting that Human Resource Managers in the floriculture farms in Naivasha sub-county were not communicating well with the employees, and that information and knowledge sharing in the floriculture farms was poor as well as that Human Resource

Managers had not come up with proper channels enabling employees to air their concerns to the management in the floriculture farms which made employees to be dissatisfied with how communication was being done in the floriculture farms.

c) Occupational Safety and Health

Table 4.5: Results of descriptive statistics of responses on occupational safety and health

	N	Minimu m	Maximu m	Mean	Std. Deviation
My work place is too noisy	338	1.00	5.00	3.604	.897
I am often exposed to diseases at my workplace	338	1.00	5.00	3.391	.896
My working place is too hot	338	1.00	5.00	3.305	1.156
I inhale what I think are very bad gases	338	1.00	5.00	3.252	1.009
Chemicals interfere with my working	338	1.00	5.00	2.719	1.014
There is a health and safety committee in my organization	338	1.00	5.00	2.281	1.034

The mean scores for occupational safety and health shows that the statements “My work place is too noisy” (M = 3.604) as well as “I am often exposed to diseases at my workplace” (M = 3.391) and “ My working place is too hot ” (M = 3.305) as well as “I inhale what I think are very bad gases” (M = 3.252) had the highest mean scores respectively . This suggests that employees were discontented with their working conditions as a result of being exposed to too noisy conditions in their working environment as well as being exposed to occupational diseases in the course of their working and the working place being too hot . The statement “Chemicals interfere with my working” had a mean of (M = 2.719) which was significantly low suggesting that employees were at times exposed to chemicals in their workplace. On the other hand the statement, “There is a health and safety committee in my organization” had the lowest mean (M = 2.281) suggesting that floriculture farms had health and safety committees made employees have a notion that their health and safety needs were being addressed thus reducing their dissatisfaction with their jobs.

d) **Supervisory support**

Table 4.6: Results of descriptive statistics of responses on supervisory support

	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor helps me to improve my job performance	338	1	5	3.80	.784
My Supervisors are doing a good job	338	1	5	3.57	.862
Supervisors are fair in dealing with us	338	1	5	3.56	.913
I like my Supervisors	338	1	5	3.43	.795

The results of the Four (4) items on supervision showed that they attained mean scores of (M = 3.43) and above which was above the mid – point. This suggests that employees were satisfied with the supervision they received. The results showed that the respondents liked their supervisors whom they perceived to be competent in doing their job; were fair to employees and also helped employees to improve their job performance.

e) **Rewards**

Table 4.7: Results of descriptive statistics of responses on rewards

	N	Minimum	Maximum	Mean	Std. Deviation
My Salary is competitive with similar jobs I Might find elsewhere	338	1	5	2.67	1.049
My benefits are comparable to those offered by other organizations	338	1	5	2.66	1.111
I am paid fairly for the work I do	338	1	5	2.55	1.247
I am paid fairly well considering my responsibilities and amount of work that I do	337	1	5	2.43	.992
I am Satisfied with the salary I get	338	1	5	2.14	1.092

The low mean scores for rewards showed that respondents were considerably dissatisfied with their rewards. The statement “My Salary is competitive with similar jobs I Might find elsewhere” (M = 2.67) and “My benefits are comparable to those offered by other organizations” (M = 2.66) suggests that rewards received are comparable with those of other flower farms. On the other

hand the statements “I am paid fairly for the work I do” (M =2.55) and “I am paid fairly well considering my responsibilities and amount of work that I do” (M = 2.43) as well as “I am Satisfied with the salary I get” (M = 2.14) had the lowest mean scores. This suggested that employees considered themselves to be receiving a lower pay in consideration to the responsibilities and amount of work they were doing.

4.4. Hypotheses Testing

The testing of hypothesis was subjected to statistical analysis as shown below. Pearson’s correlation analysis and multiple regression analysis were used to test the study hypotheses.

4.4.1. Effect of human resource management practices on job satisfaction

Hypothesis One to Hypothesis Five sought to determine the effect selected human resource management practices on the job satisfaction of employees in flower farms in Naivasha. These hypotheses were tested using Pearson Correlation analysis which determines the strength and direction of the relationships. The Pearson correlation coefficient ranges from 0 (if no relationship exists) to 1 (for a perfect relationship). Correlation coefficients (in absolute value) which are ≤ 0.35 are generally considered to represent low or weak correlations, 0.36 to 0.67 moderate correlations, and 0.68 to 1.0 strong or high correlations with r coefficients > 0.90 very high correlations (Field, 2009).

Table 4.8 : Pearson’s Correlation Analysis exploring the relationship among the human resource management practices and job satisfaction

	Training	Participation in decision making	Communication	Occupational Safety and health	Supervisory support	Rewards	Job satisfaction
Training	1 .000 338	.590(**) .000 338	.578(**) .000 338	-.113(*) .038 338	.400(**) .000 338	.507(**) .000 337	.707(**) .000 338
Participation in decision making	.590(**) .000 338	1 .000 338	.739(**) .000 338	-.203(**) .000 338	.542(**) .000 338	.706(**) .000 337	.613(**) .000 338
Communication	.578(**) .000 338	.739(**) .000 338	1 .000 338	-.216(**) .000 338	.609(**) .000 338	.600(**) .000 337	.612(**) .000 338
Occupational Safety and health	-.113(*) .038 338	-.203(**) .000 338	-.216(**) .000 338	1 .000 338	-.230(**) .000 338	-.165(**) .002 337	-.153(**) .005 338
Supervisory support	.400(**) .000 338	.542(**) .000 338	.609(**) .000 338	-.230(**) .000 338	1 .000 338	.313(**) .000 337	.456(**) .000 338
Rewards	.507(**) .000 337	.706(**) .000 337	.600(**) .000 337	-.165(**) .002 337	.313(**) .000 337	1 .000 337	.694(**) .000 337
Job satisfaction	.707(**) .000 338	.613(**) .000 338	.612(**) .000 338	.153(**) .005 338	.456(**) .000 338	.694(**) .000 337	1 .000 338

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

H₀₁: Training has no significant effect on employee job satisfaction in flower farms in Naivasha Sub – County , Kenya.

The study sought to establish whether training and development had significant effect on job satisfaction of employees in floriculture farms in Naivasha Sub – County . The results in Table 4.8 showed that there was a strong significant positive relationship between training and development and employees job satisfaction ($r = 0.707$, $p < 0.001$). This suggests that job

satisfaction was high among employees who received training and development. This finding is consistent with findings by Absar et al (2010) who found that training and development had a significant, positive impact on employee job satisfaction. Bates and Khasawneh (2005) found that training equips employees with skills that enable them to not only be more productive but also get promoted, which improves their satisfaction to their jobs. Similarly, Melymuka (2004) found that job dissatisfaction among information technology professionals was due to non-availability of job training which they expected to have from their job. Javed et al (2012) also found that training and development made employees feel satisfied with their jobs. In addition, Shelton (2001) found that training and development increased employee job satisfaction and were significant in improving employee retention in the company. The hypothesis that stated that Training has no significant effect on employee job satisfaction in flower farms in Naivasha Sub – County , was thus rejected.

H₀2: Participation in decision making has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub - County , Kenya.

The study sought to establish whether participation in decision making had significant effect on employees' job satisfaction in the floriculture farms in Naivasha Sub - County. The results in Table 4.8 showed that there was a moderate positive relationship between participation in decision making and employee job satisfaction ($r = 0.613$, $p < 0.001$). This suggests that employees who are involved in decision making are likely to have high levels of job satisfaction. This finding is consistent with a study by Eagly (1992) which found that one way of creating attitude change among employees was to involve employees in decision making, and as well making them participate in activities surrounding the targeted attitude which motivated employees and improved their job satisfaction. This is also consistent with the finding by Dolan et al (2004) who found that employees in the floriculture farms in Naivasha Sub - County were not involved in decision making leading to them being dissatisfied with their jobs. From this study the hypothesis that stated that Training has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub – County , was thus rejected .

The study sought to establish whether communication had significant effect on employee job satisfaction in the floriculture farms in Naivasha Sub - County. The results in Table 4.8 showed that there was a moderate positive relationship between communication and job satisfaction ($r = 0.612$, $p < 0.001$). This suggests that job satisfaction is high among employees who receive effective communication from their managers. This finding is consistent with studies by Fisher (1999) who found that in any organisation, communication was important as it enables employees to know what is expected of them in their job as job clarity makes them more effective. The findings of this study were as well in line of the finding by Maxfield et al., (2005) who found that lack of effective communication could lead to misunderstandings, lack of information, decrease in employee's performance, and decrease in company's turnover in organizations, incompetence, poor teamwork and disrespect. Similarly, the findings of this study is supported by Missouri Small Business Development (2002) which found that lack of communication effectiveness and job satisfaction in organizations was likely to lead to high stress, monotony, and poor fit between employees and their jobs. From this study the hypothesis that stated that Communication has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub – County , was thus rejected.

H₀4: Occupational health and safety has no significant effect on employee job satisfaction in flower farms in Naivasha Sub - County , Kenya

The study sought to establish whether Occupational health and safety had significant effect on employee job satisfaction. The results in Table 4.8 showed that there was a weak significant positive relationship between Occupational health and safety and employee job satisfaction ($r = 0.153$, $p < 0.01$). This finding suggested that employees job satisfaction declined when their health and safety was compromised by inadequate occupational health and safety measures. This finding was consistent with studies by Kreitner (2007) who found that employees ranked feeling safe at work as the most important factor in job satisfaction. Further, he found that organizations that had as part of their policy a provision of a safe working climate for the enhancement of their employees physical, mental, and emotional welfare were able to sustain job satisfaction of their employees. This as well is in line with the finding by Greenwood and Wolf (1987) in a study of

the effect of job satisfaction on the rates of occupational accidents who found that found that increasing employee job satisfaction is important in eliminating physical hazards in the workplace. They concluded that high job satisfaction was more predictive in lowering accident rates. Similarly, Kiliç & Selvi (2009) found that increase in occupational health and security risks, particularly, biological and chemical risk factors resulted in the decrease of employee job satisfaction. Thus the hypothesis that stated that Occupational health and safety has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub – County, was rejected.

H₅: Supervision has no significant effect on employee job satisfaction in flower farms in Naivasha Sub - County , Kenya.

The study sought to establish whether supervision had significant effect on employee job satisfaction in the floriculture farms in Naivasha Sub - County . The results in Table 4.8 showed that there was a moderate significant positive relationship between supervision and job satisfaction ($r = 0.456$, $p < 0.001$). This suggests that employees who were receiving supportive and effective supervision from their managers were likely to be satisfied with their jobs. This finding is consistent with studies which have found that the ability of the supervisors to provide strong leadership had a positive effect on employee's job satisfaction while poor supervision resulted in job dissatisfaction (Keashley & Jagatic, 2000; Morris (2004). The finding is also consistent with findings by Thoksoon and Mudor (2011) on the relationship between HRM practices and Job satisfaction in Thailand, who found that supervision, job training and pay practices had significant positive correlations with employee's job satisfaction. Thus the hypothesis that stated that Supervision has no significant effect on employee job satisfaction in floriculture farms in Naivasha Sub – County , was thus rejected.

H₆: Rewards have no significant effect on employee job satisfaction in flower farms in Naivasha Sub – County , Kenya.

The study sought to establish whether rewards had significant effect on employee job satisfaction in the floriculture farms in Naivasha Sub - County. The results in Table 4.8 showed that there was a strong positive relationship between rewards and job satisfaction ($r = 0.694$, $p < 0.001$). This suggests that employees who are adequately rewarded were likely to increase their job

satisfaction. This finding is consistent with that of Steijn (2004) who found that pay practice had a positive effect on job satisfaction. This was also supported by the finding by Kabir and Parvin (2011) who found that work conditions, fairness, promotion, and pay, were the key factors that influenced job satisfaction. The study found that adequate salary and compensation were key factors in satisfying the employees, and that increasing employee salary and compensation enhanced employee job satisfaction. Similarly, Nawab and Bhati (2011) found a strong positive correlation between job satisfaction and compensation. The study found that employees' compensation through bonuses, commissions, allowances, participative decision making, and quality of leadership resulted in higher job satisfaction and employee's organizational commitment. In addition, Danish (2010) found that reward and recognition had significant impact on job satisfaction and motivation of employee. Thus the hypothesis that stated that Rewards have no significant effect on employee job satisfaction in flower farms in Naivasha Sub – County , was thus rejected .

H₀7: The combined effects of human resource management practices (namely, training , participation in decision making, communication, occupational health and safety, supervision and rewards) have no significant effects on employee job satisfaction in flower farms in Naivasha Sub - County, Kenya.

Hypothesis Seven was tested using multiple regression analysis. Multiple regression analysis was carried out to establish the extent to which the combined effect of selected HRM practices influenced employee job satisfaction in flower farms in Naivasha . Before the regression analysis was carried out, Pearson's correlation analysis was carried out to ensure that there was no multicollinearity. Multicollinearity exists when there is a strong correlation between two or more independent variables and this poses a problem when running multiple regressions. According to Field (2009) multicollinearity exists when correlations between two independent variables are at or in excess of 0.80. In this study, the highest correlation was between communication and participation in decision making ($r = 0.739, p < 0.001$) which rules out multicollinearity. Further, Field (2009) states that VIF value of 10 and Tolerance of 0.20 and below are indicators of multicollinearity. In this study, the highest VIF is 3.222 and the lowest Tolerance is 0.310 which rules out multicollinearity

Table 4.9: Results of multiple regression analysis establishing the combined effects of human resource management practices and job satisfaction

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.961	1.600		3.101	.002
Training	.627	.059	.433	10.618	.000
Participation in decision making	-.121	.071	-.096	-1.700	.090
Communication	.072	.057	.067	1.273	.204
Occupational Safety and health	.001	.073	.001	0.021	.984
Supervisory support	.371	.101	.152	3.682	.000
Rewards	.602	.061	.455	9.823	.000

a Dependent Variable: Job satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	.821(a)	.674	.668	113.532	0.000

a Predictors: (Constant), Rewards, Occupational Safety and health, Supervisory support, Training

The model summary of the regression analysis in Table 4.9 shows that human resource management practices accounted for 67.4 % of the variance in employee job satisfaction among the respondents from floriculture farms in Naivasha (R square = 0.674). This shows that 32.6% of the variance in employee job satisfaction was explained by factors not in the study. The standardized beta coefficients indicate that Rewards ($\beta = 0.455$, $p = 0.000$), training and development ($\beta = 0.433$, $p = 0.000$), and Supervisory support ($\beta = 0.152$, $p = 0.000$) were the only significant predictors of employees job satisfaction. On the other hand, Communication ($\beta = .067$, $p = 0.000$), Occupational Safety and health ($\beta = .001$, $p = 0.000$), Participation in decision making ($\beta = -.096$, $p = 0.000$), could predict employees job satisfaction in that order.

The significant beta coefficients suggest that employees who were trained by the organization, who received adequate pay and who received supportive supervision had enhanced job satisfaction. These results are consistent with previous studies on the relationship between HRM practices and job satisfaction, which found that supervision, training and pay practices had

significant positive correlations with employees' job satisfaction (Thoksoon & Mudor, 2011; Absar et al. 2010; Petrescu & Simmons, 2008). This is also in line with the finding by Petrescu and Simmons (2008), who found that several human resource management practices namely job training, pay practices and supervision raised workers' overall job satisfaction. Similarly, Lee and Lee (2007) found that HRM practices namely, training and development, incentive/compensation and job security enhanced business performance including employee's productivity, product quality, firm's productivity, as well as employee job satisfaction. In addition, Thoksoon and Mudor (2011) in their study on the relationship between HRM practices and Job satisfaction in Thailand, found that supervision, job training and pay practices had significant positive correlations with employee's job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary of the research findings in relation to the study objectives and hypothesis. The findings were used to draw conclusions and the recommendations made were based on the conclusions drawn.

5.2 Summary of results

The general objective of this study was to determine the effect of selected human resource management practices on employee job satisfaction in floriculture farms in Naivasha Sub-County, in Kenya. Specifically, the study aimed at determining the effect of training, participation in decision making, communication, occupational health and safety, supervision and rewards on job satisfaction in floriculture farms in Naivasha Sub - County, Kenya.

The study found a strong significant positive relationship between training and employee's job satisfaction. This suggests that training of employees enhanced their job satisfaction.

Participation in decision making had a moderate, positive relationship with employee job satisfaction. This suggests that involving employees in decision making increases their job satisfaction in the floriculture farms in Naivasha.

A moderate significant positive relationship was found between communication and job satisfaction suggesting that effective communication between the management and their employees improved the job satisfaction of employees in the floriculture farms.

A weak but significant negative relationship was found between occupational health and safety and employee job satisfaction. This suggests that employees' job satisfaction declined when occupational health and safety measures were inadequate thus compromising their health and safety.

A significant and moderate relationship was found between supervision and job satisfaction suggesting that effective supervision of employees in the floriculture farms in Naivasha improved their job satisfaction.

Finally the results showed that there was a strong positive relationship between rewards and job satisfaction suggesting that adequately rewarding employees improved their job satisfaction.

A multiple regression analysis results revealed that employee job satisfaction mostly depended on the way human resource was managed in floriculture farms in Naivasha. Standardized beta coefficients indicated that Training, Rewards and Supervisory support were the only significant predictors of employee's job satisfaction. The results suggested that employees who were trained by their organization and those who received adequate pay and received supportive supervision had enhanced job satisfaction. On the other hand, participation in decision making, communication, and occupational safety and health were found not to be significant predictors of employee job satisfaction.

5.3 Conclusion

This study investigated the effects of selected human resource management practices on employee job satisfaction in floriculture farms in Naivasha Sub - County in Kenya. The study concluded that human resource management practices substantially influenced employee job satisfaction. All the hypothesized elements of human resource management practices were found to significantly influence employee job satisfaction. The study established that training of employees was very important as it not only improved their job satisfaction but also enabled employees to be more effective in discharging their tasks as it enabled them to be more skilled in their jobs. The study also established that employees in floriculture farm in Naivasha sub – County were dissatisfied with their pay as they considered themselves earning lower salaries than their counterparts in other industries in Kenya which made them to feel dissatisfied with their jobs. It was also established that Employee's were also not significantly involved in decision making, which also made them feel dissatisfied with their jobs. The study as well established that employees viewed proper communication as a very important practice which was not adequately availed to employees making them feel dissatisfied with their jobs. This was

supported by the analysis which showed that when these variables were included in a multiple regression model, only training, rewards and supervisory support were found to be significant predictors of employee job satisfaction.

5.4 Recommendations

Based on the findings of this study on the effect of human resource management practices on employees job satisfaction, this study makes the following recommendations to the policy makers and managers in the floriculture industry in Naivasha Sub – County as well as in the rest of the industry in Kenya.

Managers of floriculture farms should train their workforce to ensure high levels of employee job satisfaction. Staff training and induction should contain reasonable volume of organizational health and safety standards. Floriculture farms should promptly inform workers about health hazards associated with the jobs they are assigned. Such information will enable workers to take adequate precautionary measures by using appropriate equipment and protective facilities at work.

Managers of floriculture farms should allow their employees to participate in decision making, as this could help to improve their satisfaction with their jobs. Managers should be able to effectively communicate with their employees on the important issues affecting the company as this will influence their job satisfaction. They should as well implement effective communication networks which will enable employees to know what is expected of them in their job as job clarity will make them more effective.

Although workers may consider occupational health and safety as being subservient to other factors, for instance, rewards, managers should still invest in proper occupational safety and health, to ensure that workers remain strong and healthy for increased outputs. Management in the floriculture farms should develop effective health and safety policy and ensure its effective implementation within the floriculture farms. Management should incorporate selected workers in the development of health and safety program for the floriculture farms, to enhance their commitment in the implementation of health and safety policy, as well as compliance with the

relevant safety and health standards and procedures. Managers should institute supportive and effective supervision of employees as this improves employee job satisfaction.

The study recommends that the managers of floriculture farms should aspire to provide employees with the living wages and benefits that meet the basic needs of workers and their families. The Management of floriculture farms should improve the overall salary packages of employees, which should be equitably awarded through equal pay for equal work done policy. It is thus very important for managers in the floriculture farms to eliminate discrimination while giving rewards.

5.5 Suggestions for Further Study

This study suggests that follow-up research could be done on the following:

Since human resource practices in this study explained about 67% of variance in employee job satisfaction, studies could be done to establish other factors that could explain the remaining variation in job satisfaction. This study looked at the relationship between selected human resource management practices and employee job satisfaction in the floriculture industry in Naivasha Sub - County. The study could be replicated in different industries and locations to determine whether the factors established in this study are tenable in explaining job satisfaction. Finally, future studies can investigate the effect of other human resource management practices not included in this study such as recruitment and selection, career development, grievance handling, among other practices on organizational commitment and intentions to turnover of employees in flower farms.

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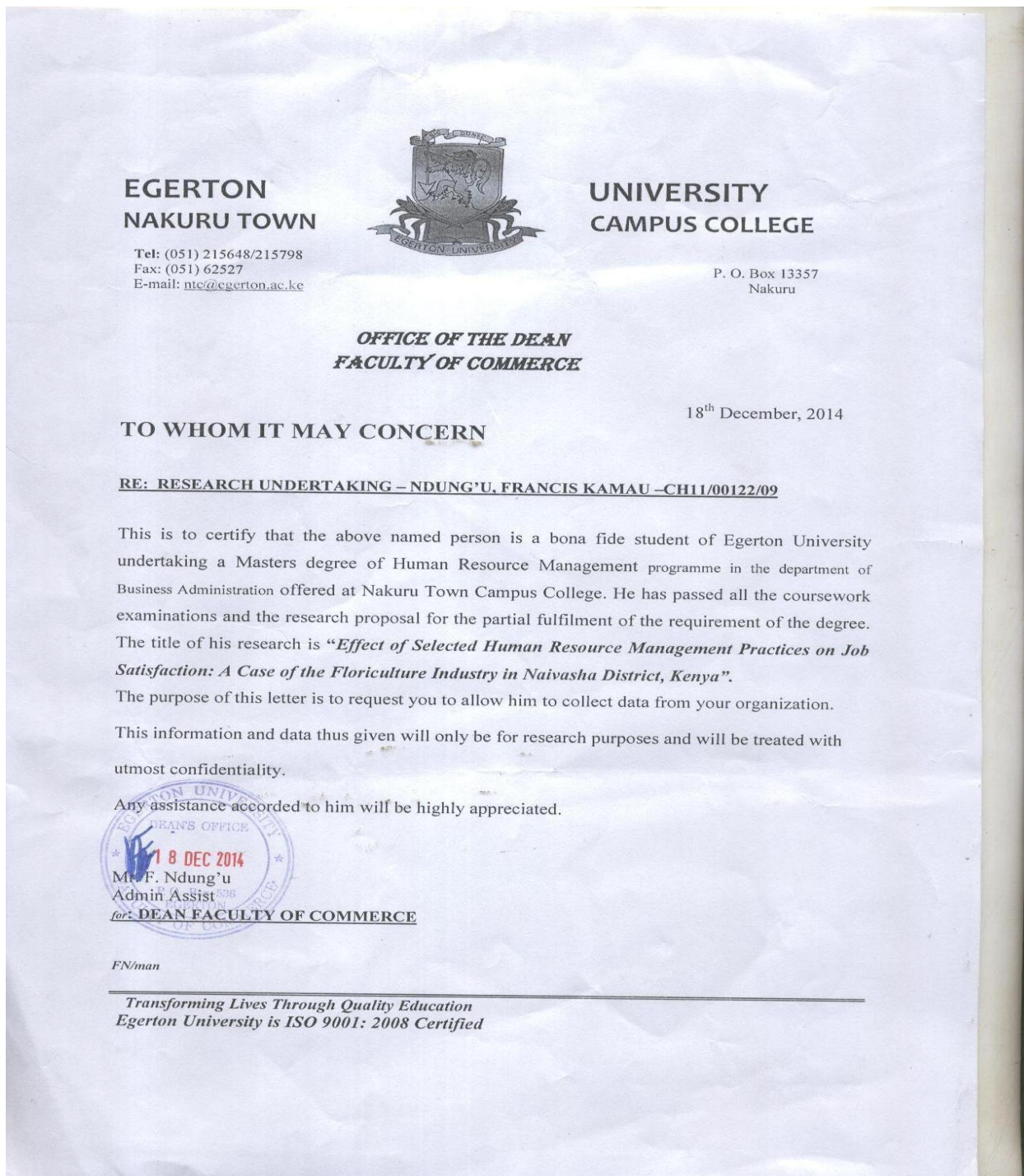
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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER.



APPENDIX II: QUESTIONNAIRE

Answer all questions as indicated by either filling in the blank or ticking the options that apply.

SECTION A: DEMOGRAPHIC INFORMATION

1. Please, state:

(a) Age

Below 25 years 25 – 34 years 35 – 44 years

45 – 54 years 55 years and above

(b) Gender Male Female

(c) Marital status: Single Married Widowed/ Divorced/ Separated

(d) Education level:

Basic Education (Primary and secondary education)	<input type="checkbox"/>
Certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
Bachelor's Degree	<input type="checkbox"/>
Masters Degree	<input type="checkbox"/>

(e) Employment terms

Permanent Casual

SECTION B: EMPLOYEE JOB SATISFACTION

Please indicate the extent to which you are satisfied or dissatisfied with the following aspects of your job by marking the appropriate box. Kindly answer all the statements. Use the scales as shown below:

1
2
3
4
5
Extremely Dissatisfied **Dissatisfied** **Uncertain** **Satisfied** **Extremely Satisfied**

	STATEMENT	1	2	3	4	5
1	My overall job	1	2	3	4	5
2	My Salary	1	2	3	4	5
3	The work I do	1	2	3	4	5
4	The way promotions are done	1	2	3	4	5
5	The way my fellow employees work	1	2	3	4	5
6	The way supervision is done	1	2	3	4	5
7	A sense of accomplishment	1	2	3	4	5
8	The opportunity to do something worthwhile in my job	1	2	3	4	5
9	The chance to do exciting work	1	2	3	4	5

SECTION C: HUMAN RESOURCE MANAGEMENT PRACTICES

Please indicate the extent to which you agree or disagree with the following statements by marking the appropriate boxes. Kindly answer all the statements. Use the scales as follows:

1
2
3
4
5
Strongly Disagree **Disagree** **Uncertain** **Agree** **Strongly Agree**

Training						
1	I have been trained by my Company	1	2	3	4	5
2	Employees receive the training necessary to do their jobs	1	2	3	4	5
3	Employees receive needed training about new technologies	1	2	3	4	5
4	Training opportunities are allocated fairly across employees or work units	1	2	3	4	5
5	Supervisors/team leaders support employee efforts to learn outside the job	1	2	3	4	5

APPENDIX III : RELIABILITY ANALYSIS FOR PILOT STUDY

S/No	Variables	No. of items	Cronbach Alpha Coefficient (α)	Items dropped	Final Cronbach Alpha Coefficient (α)
1	Job satisfaction	9	0.8449	None	0.8449
2	Recruitment and selection	5	-0.2299	All items dropped	N/A
3	Training and development	5	0.8135	None	0.8135
4	Procedural justice	6	0.3318	All items dropped	N/A
5	Participation in decision making	6	0.6885	Dropped item 1	0.8383
6	Communication	6	0.8612	None	0.8612
7	Occupational Safety and Health	7	0.6447	Dropped item 3	0.7606
8	Supervision	4	0.8847	None	0.8847
9	Rewards	5	0.8033	None	0.8033
10	All questionnaire items	58	0.8791	Dropped 15 items	0.8827

APPENDIX IV : LIST OF FLOWER FARMS.

	Name of flower farm	Total No. Of general employees	Total No. Of supervisors	Total No. Of Human Resource Managers
1	Flamingo farm Ltd	1500	70	2
2	King Fisher farm Ltd	4500	160	2
3	Panda Flowers Ltd	2600	65	2
4	Bigot Farm Ltd	1600	40	2
5	Oserian Farm Ltd.	6000	25	2
6	Kasumini Farm Ltd	750	30	2
7	Sunripe Farm Ltd.	600	25	2
8	Horticulture Ltd	3000	75	2
9	Mbegu Farm Ltd	1000	10	1
10	Wildfire Ltd	800	35	1
11	Livewire Ltd	550	34	2
12	Beauty line Ltd	850	40	2
13	Mei Flowers Ltd	2700	94	2
14	Bilashaka Flowers Ltd	660	33	2
15	Kreative Roses Ltd	400	15	1
16	Sharlimar Flowers	800	32	2
17	Maridadi Flowers (K) Ltd	880	40	2
18	Star Flowers Ltd	669	33	1
19	Schrews Ltd	333	30	1
20	Interplant Roses Ltd	200	10	1
21	Roseto Ltd	250	18	1
22	Nini Flowers Ltd	350	12	1
23	Redland Roses Ltd	350	25	1
24	Otij Rozen Ltd	300	23	1

25	Bliss flora Ltd	448	25	1
26	Fontana Ltd	820	52	2
27	Racemes Kenya Ltd	470	20	1
28	Solo plant Ltd	560	25	1
29	Tulaga Flowers Ltd	512	22	1
30	Aquila Development Ltd	665	30	1
31	De Ruiter E.A. Ltd.	677	32	2
32	Suera Flowers (Ltd)	450	20	1
33	Kongoni River Farm (Ltd)	600	13	2
34	Pangot Ltd	420	9	2
35	Longonot Farn Ltd	138	6	1
36	Florensis (K) Ltd	1500	13	2
37	Longonot Farm Ltd	134	10	1
38	Kentalia Ltd	250	8	1
39	Savanna International Ltd	256	12	2
40	Norflora (K) Ltd	240	9	1
	TOTAL	39782	1280	60

Source: Kenya Flower council Records 2014.

APPENDIX V

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size.

Source: Krejcie and Morgan (1970).

APPENDIX VI: QUESTIONNAIRES ISSUED AND COLLECTED

Name Of Flower Farm	Questionnaires Issued To General Workers	Questionnaires Received	Percentage Received From General Workers	Questionnaires Issued To Supervisors	Questionnaires Received	Percentage Questionnaires received	Questionnaires Issued To H.R. Managers	Received From H.R. Managers	Percentage Received
Flamingo Farm	25	23	92	13	11	85	2	2	100
Kingfisher	25	24	96	13	11	85	2	2	100
Panda	25	24	96	13	12	92	2	1	50
Tulaga	8	8	100	9	7	78	1	1	100
Kasumini	12	12	100	12	10	83	2	1	50
Sunripe	10	10	100	10	9	90	2	1	50
Sharlimar	13	13	100	13	10	77	2	1	50
Horticulture	25	24	96	13	10	77	2	1	50
Mbegu	16	16	100	4	4	100	1	1	100
Wildfire	13	13	100	13	10	77	1	1	100
Oserian	25	24	96	13	9	69	2	1	50
Bigot	24	21	88	13	9	69	2	1	50
Total	221	212	96	139	112	81	21	14	67